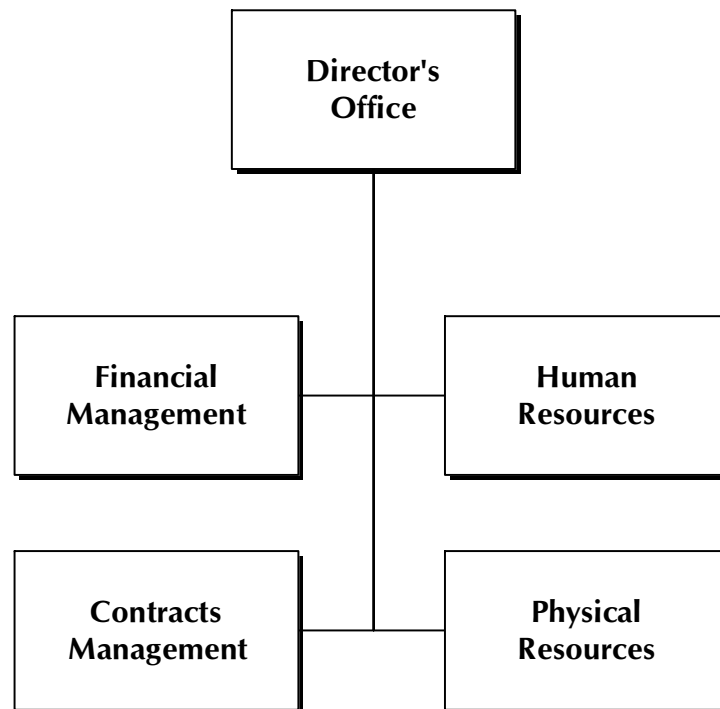


Department of Administration for Human Services



Mission

The Department of Administration for Human Services promotes excellence in human services delivery by providing quality administrative and management services for the benefit of the community.

Focus

The aim of the Department of Administration for Human Services (DAHS) is to serve the community with quality administrative and management services to "Promote Excellence in Human Services". Since its formation in January 1995, DAHS has fulfilled its mission to provide the best administrative and management services for the County's Human Services departments and programs. Through the Human Services system, more than 65 programs are provided to County residents, the City of Fairfax and the City of Falls Church. The Human Services system serves over 100,000 individuals annually through the provision of social services, behavioral and primary health care, juvenile justice, affordable housing, and recreation services. Human Services programs offered in the County affect almost everyone in the community.

All of the Department's work is achieved in collaboration with its customers. The Department is focused on maintaining partnerships and enhancing opportunities for new revenue sources to sustain and grow programs where the service demands require it. It participates in interagency planning and supports efforts to integrate services wherever possible. Areas of top priority include improved strategies for children and youth services, improved opportunities for affordable housing, enhancement of the quality of life for seniors, and improved access to health care.

Having completed customer interviews of the Human Services agencies' leadership staff in 2003 to define strategic focus areas, DAHS completed an analysis and research of best practices for core administrative services. Subsequently, DAHS has made improvements to payment collections for services (such as child care programs); enhanced the security and facilities planning capacity for Human Services; developed uses of the Internet for program reporting and invoicing from contractors and service providers in the community (such as the County's Consolidated Community Funding Pool); improved the procurement processes for County staff needing goods and services; established training and orientation programs for DAHS staff; and offered technical assistance to non-profit, faith-based and community-based providers on conducting business with the County.

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DAHS has moved to a more substantive role in shaping functional business practices for Human Services programs to improve efficiency and effectiveness. Current challenges and trends have significantly influenced the Department's FY 2005 initiative focus. Some of these trends include: continued diversity of County population and workforce; increasing complexity in federal and state funding sources and corresponding regulatory requirements; continued emphasis on alternative funding mechanisms; and ongoing development of new partnerships with the private sector, non-profit and faith-based providers for service delivery. Current challenges include budget constraints, staffing reductions, cross-coordination of complex functions for a wide-ranging customer base, employee retirements and building functional expertise within business units while simultaneously ensuring specialized knowledge of Human Services programs and services.

DAHS' primary goal is to "Provide Excellent Customer Service". This goal will be achieved through the successful implementation of strategies and initiatives related to six interconnected, supporting goals:

- ◆ Commitment to Common Goals - Commit to and implement Department initiatives that support the priorities of the Human Services system and the County.
- ◆ Knowledge of Customer Needs - Develop an in-depth understanding of customers' businesses and use expertise to anticipate and provide the right services.
- ◆ Technical Expertise - Develop and maintain a professional workforce that is motivated and highly skilled.
- ◆ Teamwork - Identify and promote collaborative partnerships and teams within and between business areas, Human Services departments and County agencies.
- ◆ Sound Management and Leadership - Each employee fosters, maintains, and implements the best business practices and principles of sound management and leadership.
- ◆ Resources - Optimize use and management of existing resources and pursue new resource opportunities.

THINKING STRATEGICALLY

Strategic challenges for the Department include:

- Maintaining a high level of management and administrative expertise in an increasingly complex human services environment;
- Developing and retaining a highly skilled workforce to support the administrative needs of other Human Services departments;
- Optimizing available resources through sound management of existing resources and maximization of revenue from federal and state sources; and
- Strengthening communication among Human Services departments to achieve common goals.

Leadership and coordination support are provided by DAHS to the Human Services Council, particularly in areas related to the Human Services Performance Budget and the annual review and development of recommendations regarding the County Executive's Advertised Budget Plan. DAHS staff is actively involved with countywide task forces working on process efficiency, corporate systems and other facets of County operations. DAHS also works with the Department of Systems Management for Human Services and the Department of Housing and Community Development to provide staff support for the Consolidated Community Funding Pool (CCFP), specifically to the Consolidated Community Funding Advisory Committee, which oversees the funding award process.

The agency's functional business areas work closely to form a seamless system of business support for staff and customers. The *Office of the Director* provides overall guidance for the agency and coordinates the work carried out in the business areas. The Director works collaboratively with all Human Services departments to set the organizational goals and objectives, and to initiate and maintain partnerships with other County agencies and community partners to support the County's overall Human Services system. Within the *Office of the Director*, staff coordinates IT initiatives across Human Services agencies, assists agencies in defining the appropriate content and scope of IT initiatives, and provides guidance on project planning and execution. The goals are to promote system sharing and interoperability, reduce redundant stovepipe systems, and establish long-term planning procedures for IT initiatives consistent with the strategic business plans of the Human Services agencies and the Department of Information Technology.

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The *Financial Management* area prepares and monitors Human Services department budgets with expenditures totaling more than \$414 million, including 54 General Fund grants, and performs accounts receivable functions for Human Services agencies. Financial staff forecasts and collects revenues from the state and federal governments, clients, third-party payers, local jurisdictions and other organizations that are anticipated to offset County expenditures by \$158 million in FY 2005. The Financial Management division actively participates in revenue maximization initiatives to access additional revenue and reimbursement for client-focused programs.

The *Human Resources* area provides personnel administration support, which includes classification and compensation, payroll, employee relations, employee benefits, implementation of Diversity Plans and professional development training opportunities to over 3,500 Human Services employees.

The *Contracts Management* area supports development and administration of contractual agreements with public and private providers for human services. In FY 2005, the value of services handled by Contracts Management will be approximately \$135 million, generated by an estimated 1,029 contracts. Staff works with County Human Services departments to develop programs and mechanisms for arrangement of services, monitor vendor compliance with performance outcomes and terms of contracts and agreements, and offer technical assistance to providers doing business with Fairfax County through development and delivery of training, provider forums, information exchanges, site visits and other support.

The *Physical Resources* area oversees 370 facilities, including 50 offices and 320 residential and recreation facilities; ensures timely processing of nearly 21,000 purchasing transactions and 74,500 invoices; and maintains an updated inventory of fixed assets for all Human Services agencies.

New Initiatives and Recent Accomplishments in Support of the Fairfax County Vision

 Maintaining Safe and Caring Communities	Recent Success	FY 2005 Initiative	Cost Center
Coordinated safety training and evacuation procedures for seven Human Services agencies at five sites.	<input checked="" type="checkbox"/>		Agencywide
 Connecting People and Places	Recent Success	FY 2005 Initiative	Cost Center
Provided the County's two showmobiles (mobile stages with speaker systems acting as an information resource for County programs) for 70 community events such as Summer in the Parks, Fairfax Fair, and Fall for Fairfax.	<input checked="" type="checkbox"/>		Agencywide

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 Creating a Culture of Engagement	Recent Success	FY 2005 Initiative	Cost Center
Develop and implement Business Area Operational Plans to create an integrated approach to fulfill customer needs and requirements.		✓	Agencywide
Initiate a Customer Satisfaction Evaluation and Response, to allow program feedback through a customer satisfaction survey and through individual performance and project reviews.		✓	Agencywide
Supported a community process to develop strategies to plan, deliver and assess service delivery for homeless individuals and families. One component will improve tracking and progress reporting as homeless persons move through contract, community and direct County programs.	✓		Agencywide
Facilitated the community involvement and public hearing process for implementation of a new Field Allocation Policy for Community Athletic associations and groups. As a result, a more clear and equitable allocation process was established.	✓		Agencywide
Supported implementation of the first Conference for Non-Profits and provided technical assistance training in outcomes measurement, program development, financial management, grant writing, fund raising and board development.	✓		Agencywide
 Corporate Stewardship	Recent Success	FY 2005 Initiative	Cost Center
Developed a shared database of all Human Service sites that facilitated development of a maintenance and site tracking plan; completed development and implementation of a Contracts Reporting and Tracking System (CRTS) for contracts inventory and requests for goods and services; and established a training inventory system for DAHS employees.	✓		Agencywide
Implemented new customer service initiatives, including: established quarterly customer meetings between DAHS and other Human Services departments; restructured procurement teams to improve customer support; and provided Medicaid program training to clinical and administrative staff of the Fairfax-Falls Church Community Services Board (CSB).	✓		Agencywide

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 Corporate Stewardship	Recent Success	FY 2005 Initiative	Cost Center
<p>Completed enhancements to information systems, such as: expanded the Electronic Funds Transfer project to allow family day care providers and Child and Adult Care Food Program providers the option of receiving regular County payments via direct deposit in lieu of a check; expanded a web-based invoicing and outcomes reporting application (WebR) to include mental health clinician contractors; implemented a web-based Harmony system that automated the bulk of case management paperwork for Adult and Aging programs; and facilitated the retirement of several old database systems. In FY 2005, existing client/server users will be migrated to Web Harmony for a single user platform, eliminating a high-maintenance user platform. Additional users and reports will be incorporated into Harmony to improve monitoring and management of the Comprehensive Services Act (CSA) program.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Agencywide
<p>Contract out to a private vendor selected components of the School Age Child Care billing process. Implement a new application called FAMSAR that tracks accounts receivable for more than forty Department of Family Services programs.</p>		<input checked="" type="checkbox"/>	Agencywide
<p>As a new responsibility, developed a Human Services Information Technology (IT) plan that outlined eight long-term goals and actions, and created a permanent interagency team that will continue to foster communication, share information and coordinate IT systems.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Agencywide
<p>Generated additional revenues and expenditure reimbursements by: pursuing overdue customer accounts and facilitating payments from customers and third party payers; generating additional revenues in FY 2003 of \$2.9 million to Human Services agencies; enrolling more than 200 Mental Health providers in third party insurance billing accounts, reducing costs via increased insurance payments; and negotiating a new prescription drug program that resulted in savings of \$20,000 weekly for the Health Department.</p>	<input checked="" type="checkbox"/>		Agencywide
<p>Develop a Facilities Strategic Plan to respond to the ongoing space needs of the Human Services system. The County's changing demographics directly result in a growing need for facilities to better respond to the needs of the community. Types of facilities include group homes, other residential facilities and co-located offices.</p>		<input checked="" type="checkbox"/>	Agencywide

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Budget and Staff Resources



Agency Summary				
Category	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	193/ 191.5	164/ 162.5	161/ 160.5	161/ 160.5
Expenditures:				
Personnel Services	\$10,328,401	\$8,487,563	\$8,537,563	\$8,620,856
Operating Expenses	1,418,721	1,127,405	1,226,239	1,390,571
Capital Equipment	25,944	0	0	0
Subtotal	\$11,773,066	\$9,614,968	\$9,763,802	\$10,011,427
Less:				
Recovered Costs	\$0	\$0	(\$50,000)	(\$51,930)
Total Expenditures	\$11,773,066	\$9,614,968	\$9,713,802	\$9,959,497

Summary by Program Component				
Category	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan
Office of the Director	\$3,945,848	\$1,467,902	\$1,477,551	\$1,641,667
Financial Management	2,563,374	2,649,635	2,649,635	2,724,368
Human Resources	1,311,343	1,324,870	1,413,291	1,341,536
Contracts Management	1,307,577	1,469,582	1,469,582	1,504,706
Physical Resources	2,644,924	2,702,979	2,703,743	2,747,220
Total Expenditures	\$11,773,066	\$9,614,968	\$9,713,802	\$9,959,497

Position Summary		
<u>OFFICE OF THE DIRECTOR</u>	<u>PHYSICAL RESOURCES</u>	<u>HUMAN RESOURCES</u>
1 Director	1 Policy and Information Manager	1 Policy and Information Manager
1 Management Analyst IV		6 Management Analysts II
1 Programmer Analyst III	2 Accountants III	1 Management Analyst I
1 Programmer Analyst I	2 Accountant II	5 Administrative Assistants V
1 Administrative Assistant IV	1 Accountant I	6 Administrative Assistants IV
	2 Management Analysts III	4 Administrative Assistants III
	2 Management Analysts I	1 Training Specialist II
<u>FINANCIAL MANAGEMENT</u>	6 Administrative Assistants V	1 Administrative Assistant II
1 Policy and Information Manager	9 Administrative Assistants IV	1 Administrative Assistant I
2 Fiscal Administrators	1PT	
6 Management Analysts III	11 Administrative Assistants III	<u>CONTRACTS MANAGEMENT</u>
5 Management Analysts II	10 Administrative Assistants II	1 Policy and Information Manager
3 Management Analysts I	1 Administrative Assistant I	4 Management Analysts III
2 Accountants III	3 Administrative Associates	14 Management Analysts II
2 Accountants II	2 Warehouse Supervisors	1 Administrative Assistant III
3 Accountants I	1 Warehouse Worker/Driver	
1 Administrative Associate	2 Gen. Bldg. Maint. Workers I	
2 Administrative Assistants V		
4 Administrative Assistants IV		
17 Administrative Assistants III		
6 Administrative Assistants II		
<u>TOTAL POSITIONS</u>	PT Denotes Part-Time Positions	
161 Positions / 160.5 Staff Years		

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FY 2005 Funding Adjustments

The following funding adjustments from the FY 2004 Revised Budget Plan are necessary to support the FY 2005 program:

- ◆ **Employee Compensation** **\$235,976**
An increase of \$237,906 associated with salary adjustments necessary to support to the County's compensation program, offset by a decrease of \$1,930 due to the greater recovery of salary costs for services to other agencies.
- ◆ **Adjustments for Transfer of Positions** **(\$154,613)**
A decrease of \$154,613 and 2/2.0 SYE positions associated with salaries and positions transferred to the Department of Information Technology during FY 2004 to further refine the information technology reorganization implemented as part of the FY 2004 Adopted Budget Plan.
- ◆ **Carryover Adjustments** **(\$98,834)**
A decrease of \$98,834 due to the carryover of one-time Operating Expenses.
- ◆ **Intergovernmental Charges** **\$263,166**
An increase of \$263,166 in intergovernmental charges for Information Technology infrastructure charges based on the agency's historical usage of mainframe applications.

Changes to FY 2004 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2004 Revised Budget Plan since passage of the FY 2004 Adopted Budget Plan. Included are all adjustments made as part of the FY 2003 Carryover Review and all other approved changes through December 31, 2003:

- ◆ **Carryover Adjustments** **\$98,834**
As part of the FY 2003 Carryover Review, the Board of Supervisors approved encumbered funding of \$98,834 in Operating Expenses for the balance of contracted consulting services.
- ◆ **Position Adjustments** **\$0**
As part of the FY 2003 Carryover Review, 1/1.0 SYE position was redirected to support the Office for Partnerships. In addition, 2/2.0 SYE positions were redirected to the Department of Information Technology resulting from further refinement of the Human Services information technology reorganization effort that was initiated in the FY 2004 Adopted Budget Plan.

Key Performance Measures

Goal

To provide quality customer service to the community by utilizing administrative, technical and management expertise to help promote and achieve excellence in Human Services.

Objectives

- ◆ To maintain a collection rate of accounts receivable of 98 percent.
- ◆ To provide training to DAHS employees that 98 percent find beneficial in their jobs.
- ◆ To complete agreements for 77 percent of new contracts within the original time frame.
- ◆ To complete 90 percent of contract renewals, extensions and amendments within the original time frame.

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- ◆ To conduct contract reviews, so that 90 percent of contractors are in compliance with 90 percent or more of contract terms and performance provisions.
- ◆ To pay, within 30 days of receipt of invoice, 95 percent of bills for goods and services.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate/Actual	FY 2004	FY 2005
Output:					
Value of collected amount of Human Services agencies' accounts receivable (in millions)	\$138.92	\$150.60	\$150.99 / \$153.69	\$156.00	\$158.34
Invoices paid	71,356	72,116	73,000 / 74,238	74,500	74,500
New contracts awarded	300	269	269 / 402	350	350
Contract renewals, extensions, and amendments completed	540	521	522 / 488	500	500
Human Services agencies' requests for training	NA	NA	NA / NA	2,500	3,000
Monitoring visits for contract compliance	NA	NA	NA / 267	300	325
Efficiency:					
Account receivable dollars collected/SYE (in millions)	NA	\$5.02	NA / \$5.30	\$5.38	\$5.46
New contract agreements managed per staff	NA	14.1	NA / 25.1	25.0	25.0
Average contract renewals/extensions/amendments per staff	NA	27.4	NA / 37.2	35.7	35.7
Cost per training participant	NA	NA	NA / NA	\$10.71	\$8.92
Average staff hours per contract audit	NA	NA	NA / 864	1,024	1,024
Service Quality:					
Average work days to complete accounts receivable collection	NA	NA	NA / NA	15	15
Average work days to pay a bill	NA	NA	NA / NA	15	15
Percent of customers satisfied with the contract solicitation/selection process	NA	NA	NA / NA	90.0%	90.0%
Percent of customers satisfied with development of contract scope of services for contract renewals, extensions, and amendments	NA	NA	NA / NA	90.0%	90.0%
Percent of on-time responses to requests for training	NA	NA	NA / NA	99.0%	99.0%
Percent of audited contracts resulting in improved contract compliance	NA	NA	NA / 100.0%	100.0%	100.0%

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Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate/Actual	FY 2004	FY 2005
Outcome:					
Percent of accounts receivable collected within year	97.5%	99.7%	98.0% / 103.2%	98.0%	98.0%
Percent of payments made to vendors within 30 days of receipt of invoice	94.3%	94.2%	95.0% / 95.0%	95.0%	95.0%
Percent of new contract awards completed within original timeframe	75.0%	75.0%	75.0% / 77.0%	77.0%	77.0%
Percent of contract renewals, extensions and amendments completed within original timeframe	NA	NA	NA / NA	90.0%	90.0%
Percent of employees indicating training benefited them in their jobs	NA	NA	NA / NA	98.0%	98.0%
Percent of contracts in compliance with at least 90% of contract terms and performance provisions	NA	NA	NA / 86.0%	90.0%	90.0%

Performance Measurement Results

In FY 2005, it is projected that \$158.34 million of Human Services agencies' accounts receivable will be collected, representing 98 percent of accounts. The percent of collected accounts receivable is based on the collection rate of state and federal funds, client and program fees, third-party payments and expenditure reimbursements. In FY 2003, \$153.69 million, or 103.2 percent of projected accounts receivable was collected. The higher than anticipated FY 2003 collected accounts receivable was primarily due to generating additional revenues and reimbursements through revenue maximization and Title IV-E initiatives, pursuing payments on overdue customer accounts, facilitating timely payments and more families paying full-fee and higher-end sliding-scale fees for child care services than had been anticipated.

A new training performance indicator is added for FY 2005. It is projected that the Department will handle 3,000 Human Service employee requests for training provided in-house, reflecting a large expansion of training in the areas of strategic planning, leadership and high performance organizations. It is projected that 98 percent of surveyed employees will indicate the training was beneficial to them in their jobs.

In FY 2003, the percentage of new contracts completed by the due date was 77 percent, an increase of two percent over the projection. A similar outcome is projected for FY 2005. A total of 1,029 contracts and agreements were managed by the department in FY 2003. Due to policy changes in the administration of the Comprehensive Services Act (CSA) for the At-Risk Youth program, approximately 143 contracts for that program were renegotiated. In FY 2004 and FY 2005, the performance measurement for contract renewals/extensions/amendments combines previously divided categories and reflects a target of completing 90 percent in this category within the original time frame. In an effort to maintain contract compliance and maximize contract services, a quarter of existing contracts is audited each year, with 325 monitoring visits projected for FY 2005. As a result of these audits, it is projected that 90 percent of FY 2004 and FY 2005 contracts will be in compliance with contract terms and performance provisions.

The Department's final objective is to pay 95 percent of bills for goods and services within 30 days of receiving an invoice, a goal consistent with prior years when approximately 74,500 invoices have been processed.